Resource Management in Joint Operations

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- **Task: Identify resource management requirements in joint operations.**
- **Condition: Without references.**
- **Standard: 70% on examination.**

Introduction to Joint Operations

What is a JOINT OPERATION?

- **Joint: multi-service, multi-nation**
- **Operation: conduct of a military *mission*, not training**
- **Can be high, mid, low intensity-combat, peacekeeping, humanitarian assistance, etc.**

Responsibilities During Joint Operations

- Congress/GAO
- President
- Secretary of Defense
- Unified Combatant Commander
- Joint Comptroller/FM Executive Agent
- Services
- State Department
- NGOs

Objectives of Financial Management in Joint Operations

- **Support mission accomplishment through Resource Management (RM) and Finance Operations (FO)**
  - **Analyze commander's tasks and priorities**
  - **Ensure financial resources are available to best accomplish mission test**
- **Ensure mission-essential funding is available to the commander**
- **Reduce impact of joint ops funding requirements on readiness**
- **Prevent funding shortfalls from comprising success of mission**
- **Conduct detailed FM planning and coordinate efforts**

Joint Financial Management Operations: FM vs. RM

Resource Management:

- Determine requirements
- Determine costs
- Identify and acquire sources of funding
- Acquire funds
- Distribute and control funds
- Cost capture and reimbursement
- Management controls

"COSTING & FUNDING"

Finance Operations:

- Support procurement process
- Provide pay support
- Provide disbursing support

"CASH & PAY"

JTF Comptroller

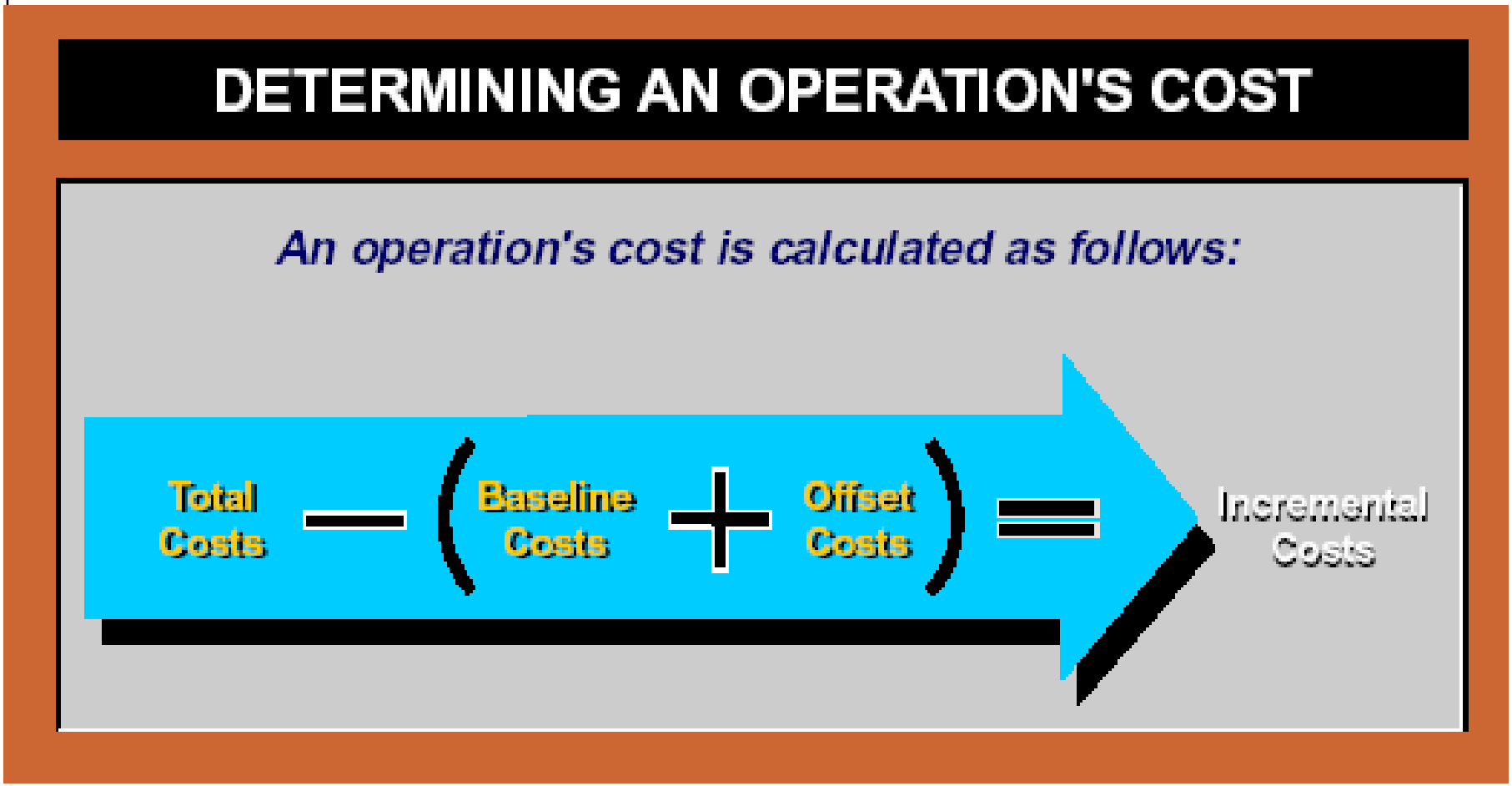
Determine Command Resource Requirements

- Transportation
- Contracts
- Multi-nation support
- Support to others
- Humanitarian assistance
- Force sustainment:
  - Food (fresh fruit, perishables)
  - Water, ice
  - Fuel & parts
  - Consumable supplies
  - Equipment
  - Construction
  - MWR

Operation Costs

- **Baseline costs**
  - **Normal O&M/MILPER costs programmed & budgeted for regardless of operation**
- **Offset costs**
  - **Baseline costs that will not occur due to an operation (i.e., cost avoidance)**
- **Incremental costs**
  - **Additional costs that occur because of an operation**

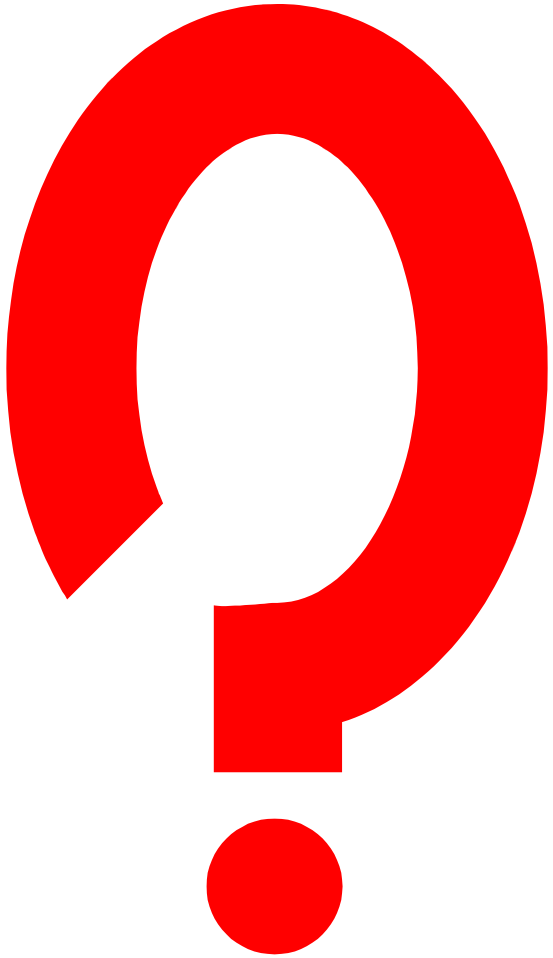
Operation Costs



Identify Sources of Funding

Funding for contingency operations:

- **Where does the money for an operation or contingency come from?**
- **Is it programmed and budgeted?**



Sources of Authority/Funds

- O&M, MILPER, MCA
- Feed and Forage Act
- Traditional CCDR Activity (TCA)
- CCDR Initiative Fund (CIF)
- Official Representation Funds (ORF)
- Overseas Humanitarian, Disaster & Civic Aid (OHDACA) Funds
  - Humanitarian Assistance & Transportation of HA
  - Humanitarian and Civic Assistance (HCA)
  - Foreign Disaster Assistance
- Emergency and Extraordinary Expense (E&E)

Sources of Authority/Funds (cont.)

- Acquisition and Cross-Servicing Agreement (ACSA)
- Excess Non-lethal Defense Supplies
- Drawdown authorities (for unforeseen emergencies, refugee assistance, peacekeeping
- Foreign Military Sales (FMS) Arms Export Control Act
- Excess Defense Articles
- Economic Support Fund
- Peacekeeping Operations (PKO) Fund
- International Military Education and Training (IMET)

Sources of Authority/Funds (cont.)

- UN Participation Act (UNPA)
- Reimbursable Authority under Foreign Assistance Act (FAA)
- Sections 628 & 630, FAA
- Economy Act
- Stafford Disaster Relief and Emergency Assistance Act
- Agreements:
  - UN Letter of Assist (LOA)
  - Memoranda of Agreements (MOA
  - 632 Agreements (DOS)

Reimbursements

- **Reimbursable organizations**
- **Billable costs**
- **MOAs**
- **ACSAs**
- **AIK**

Funding Considerations for Joint Operations

- How are we paying for this?
  - What funding is available? (Our own? OPM?)
- How will we keep track of costs?
  - Accounting and logistic codes
  - Who determines/provides them?
  - What will need to capture costs for?
- Who is responsible for what?
  - Know the FM chain (funding, tracking and reporting chain of command)

Funding Considerations for Joint Operations (cont.)

- What are the Logistics and Contracting chains?
  - May not be your own unit or service
- What about support?
  - Who is supporting us and/or who are we supposed to support?
  - What about other non-DoD departments and coalition forces and NGOs?
  - What role will the host nation play?
  - What support agreements exist?
  - What about reimbursement and billing procedures?

Acquire Funds

- **Obtaining the fiscal resources from:**
  - **HQDA/DOD/Joint Command**
    - **DOD appropriation**
  - **Other US Agency (appropriations)**
    - **State Dept (OHDACA)**
  - **Host Nation**
  - **UN**
  - **NATO**
- **Reimbursement procedure/agreement**

Distribute Funds

- **MIPR (DD 448)**
- **Service Internal method**
  - **US Army FAD**
  - **USAF ISD**
- **Reimbursement of expenditures**
  - **Cost transfers**

Cost Capture

- **Three Conditions required:**
  - **Consistent and approved procedure**
  - **Special interest codes: APC, Object Class, Customer code, Functional Cost Account**
  - **Automated system that interfaces with DFAS**
  - **Able to produce manual bill (documentation)**
- **Formal reimbursement request/cost report(s)**
  - **Monitor costs for DOD**
  - **Documentation justifying Cost transfers or reimbursement**

Management Controls

- **Establish Joint Level internal controls**
  - **reasonable assurance obligations meet Time, Purpose, Amount with applicable laws**
  - **accountability of assets and expenditures**
  - **protection of assets**

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